



INTERNATIONAL SOCIETY  
FOR THE PSYCHOANALYTIC  
STUDY OF ORGANIZATIONS

# European Regional Meeting 2026

# BETWEEN DOUBT AND CONVICTION

Leading Organisations in a Turbulent World

ISPSO ERM 2026

3–5 July 2026 · Mövenpick Hotel Lausanne Switzerland

## How to use this orientation map

Start here. Return here.

A practical and reflective map for the temporary conference system.

### 1 Frame

What are we being asked to hold?

### 2 People

Who is holding which part of the system?

### 3 Movement

How do the three days unfold?

### 4 Navigation

Where do I go, and where do I ask?

### 5 Social Activities & Dining

Outside the sessions?

Your badge and this map work together. When in doubt, begin at the registration desk.



## What this meeting is asking us to hold

Hold judgment without false certainty.

A contained movement, not just a sequence of sessions.

### Too much doubt

can fragment, delay, or paralyse

### Judgment

works between the poles

### Too much conviction

can become rigid, defensive, or premature

Judgment

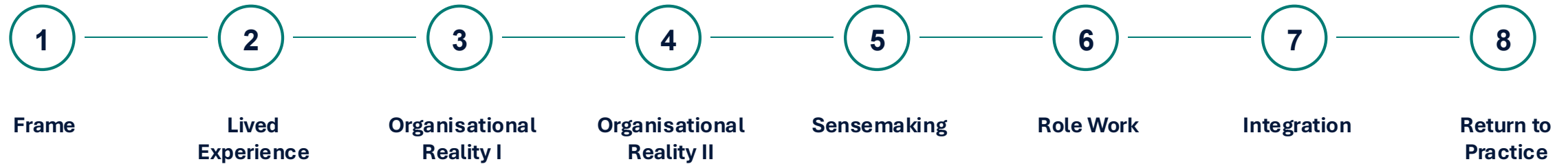
Doubt

Conviction

## The red thread across the meeting

From inner experience to  
authorised response.

A coherent movement through the three days.



Each session helps participants move between doubt and conviction without closing the tension too early.

## 2 People holding the system

---

Roles and Points of Support.

## Conference Holding Team

People, roles, authority.

Colleagues holding different parts of the temporary conference system.



**Voytek Chelkowski**

Conference Convener  
Chair, Organising Committee



**Larry Hirschhorn**

Programme Interlocutor  
Opening Dialogue / Programme Reflection



**Nadine R. Tchelebi**

Application Groups Lead  
Organising Committee



**Amelia La Spada**

Role Consultation  
Organising Committee



**Nicola Wreford Howard**

Social Dreaming Matrix  
Organising Committee



**András Gelei**

Social Dreaming Matrix  
Organising Committee



**Susan Long**

Advisor to the Organising Committee  
Programme Reflection



**Michael Lindsay**

Social Dreaming Matrix

## Conference Support Staff

Registration, logistics,  
support.

Support at the registration desk and across the meeting.



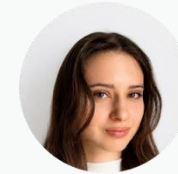
**Gabi**

Registration & participant support



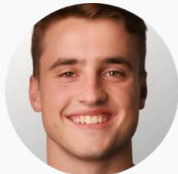
**Anna**

Doctor on Duty



**Emilia**

Registration & participant support



**Jan**

Logistics & participant support



**Adam**

Hospitality & participant support



**Kosma**

Logistics & participant support

## 3 Movement through the meeting

---



## Friday · The Self and the Group

Frame the work.  
Enter the theme.  
Reflect together.

Establish the frame, enter the theme, experience the group, gather first learning.

14:00–14:30

Voytek Chelkowski & Organising Committee - Welcome and Introduction

14:30–15:45

Larry Hirschhorn · Opening Dialogue- Between Doubt and Conviction

15:45–16:15

Break

16:15–17:45

Anand Narasimhan · AI in the Decision Field- A Group Experience

17:45–18:15

Plenary Reflection

18:15–18:30

Close of Day 1



## Saturday morning · Organisational Reality I

Reality-testing under  
turbulence.

*AI, thinking, judgment and authority.*

07:00–07:45

Social Dreaming Matrix

08:30–09:00

Morning Reflections

09:00–10:15

Wodzistaw Duch with Susan Long

10:45–12:00

Naomi Haefner with Larry Hirschhorn

12:00–12:30

Plenary Reflection

Core question: What do we believe too quickly, dismiss too defensively, or delegate too easily?

## Saturday afternoon · Parallel Reflection Sessions

13:45–15:15 · Eight concurrent sessions

Eight realities. One shared field.

- |   |   |   |  |
|---|---|---|--|
| 1 | <b>Susan Long &amp; Victor Svensson</b> · My Relationship with AI | 5 | <b>Nadine Tchelebi</b> · Creating Followership                       |
| 2 | <b>Erik van de Loo</b> · Very Large Systems                       | 6 | <b>Anand Narasimhan</b> · Governance                                 |
| 3 | <b>Simon Western</b> · Entangled Futures                          | 7 | <b>Winter Nie</b> · Hold or Intervene?                               |
| 4 | <b>Larry Hirschhorn</b> · What Is Going on Here?                  | 8 | <b>Voytek Chelkowski</b> · What Are Doubt and Conviction Doing Here? |

15:30–16:00

Large Plenary Across Sessions



## Sunday · Reflect & Return to Practice

Take the learning back into  
practice.

07:00–07:45

**Social Dreaming Matrix**

Continue listening to the conference field

08:30–09:00

**Morning Reflections**

Gather the field and prepare for integration

09:00–10:15

**Reflecting on Key Learnings**

Small-group reflection on experience and learning

10:45–12:00

**Applying Key Learnings**

Translate learning into role and practice

12:00–12:45

**Closing Plenary**

What we take back into organisations, roles, practice and ISPSO

12:45–13:00

**Formal Closing**

Close the temporary conference system

# Social Dreaming Matrix

Listen to the unconscious life  
of the conference.

Saturday and Sunday · 07:00–07:45

Dreams, images and associations as data from the conference field.

## What it is

A space for dreams, images, associations and emotional residues from the conference system to become available for shared reflection.

## How to hold it

Not an interpretation of individual dreams, but a way of listening to the unconscious life of the group and the wider field.

## Held by

Nicola Wreford Howard, András Gelei,  
and Michael Lindsay.

What is the conference system dreaming?

What images or associations reveal authority, anxiety, task, doubt or conviction?

**How does the unconscious life of the group help us think about organisational turbulence?**

## 4 Navigation and rooms

---









The badge, the map and the registration desk keep movement clear enough for the work.

When in doubt, start at the  
registration desk.

## Parallel Reflection Sessions - Rooms

Where do I go?

Use your badge and this room map to find your Saturday afternoon session.

<p><b>P1</b> Plenary</p>  <p><b>Susan Long</b> <b>Victor Svensson</b></p> <p>My Relationship with AI</p>	<p><b>P2</b> Athletissima 1</p>  <p><b>Erik van de Loo</b></p> <p>Very Large Systems</p>	<p><b>P3</b> Athletissima 1</p>  <p><b>Simon Western</b></p> <p>Entangled Futures</p>	<p><b>P4</b> Athletissima 3</p>  <p><b>Larry Hirschhorn</b></p> <p>What Is Going on Here?</p>
<p><b>P5</b> Salon 1</p>  <p><b>Nadine R. Tchelebi</b></p> <p>Creating Followership</p>	<p><b>P6</b> Salon 2</p>  <p><b>Anand Narasimhan</b></p> <p>Governance</p>	<p><b>P7</b> Salon 3</p>  <p><b>Winter Nie</b></p> <p>Hold or Intervene?</p>	<p><b>P8</b> Ciao</p>  <p><b>Voytek Chelkowski</b></p> <p>What Are Doubt and Conviction Doing Here?</p>

## Reflection & Application Groups - Rooms

Use badge + map  
Ask Conference Staff to guide you.

Facilitators and rooms for the reflection and application work.

**Group 1**

Salon 1



Amelia La Spada

**Group 2**

Salon 2



Andrés Gelei

**Group 3**

Salon 3



Nadine R. Tchelebi

**Group 4**

Salon 4



Rachel Ellison

**Group 5**

Salon 5



Robyn Vesey

**Group 6**

Salon 6



Séverine Jourdain

**Group 7**

Salon 7



Simon Western

**Group 8**

Athletissima 1



Susan Long

**Group 9**

Athletissima 2



Voytek Chelkowski

**Group 10**

Athletissima 3



Winter Nie

## Logistics and room map

When in doubt, start at the registration desk.

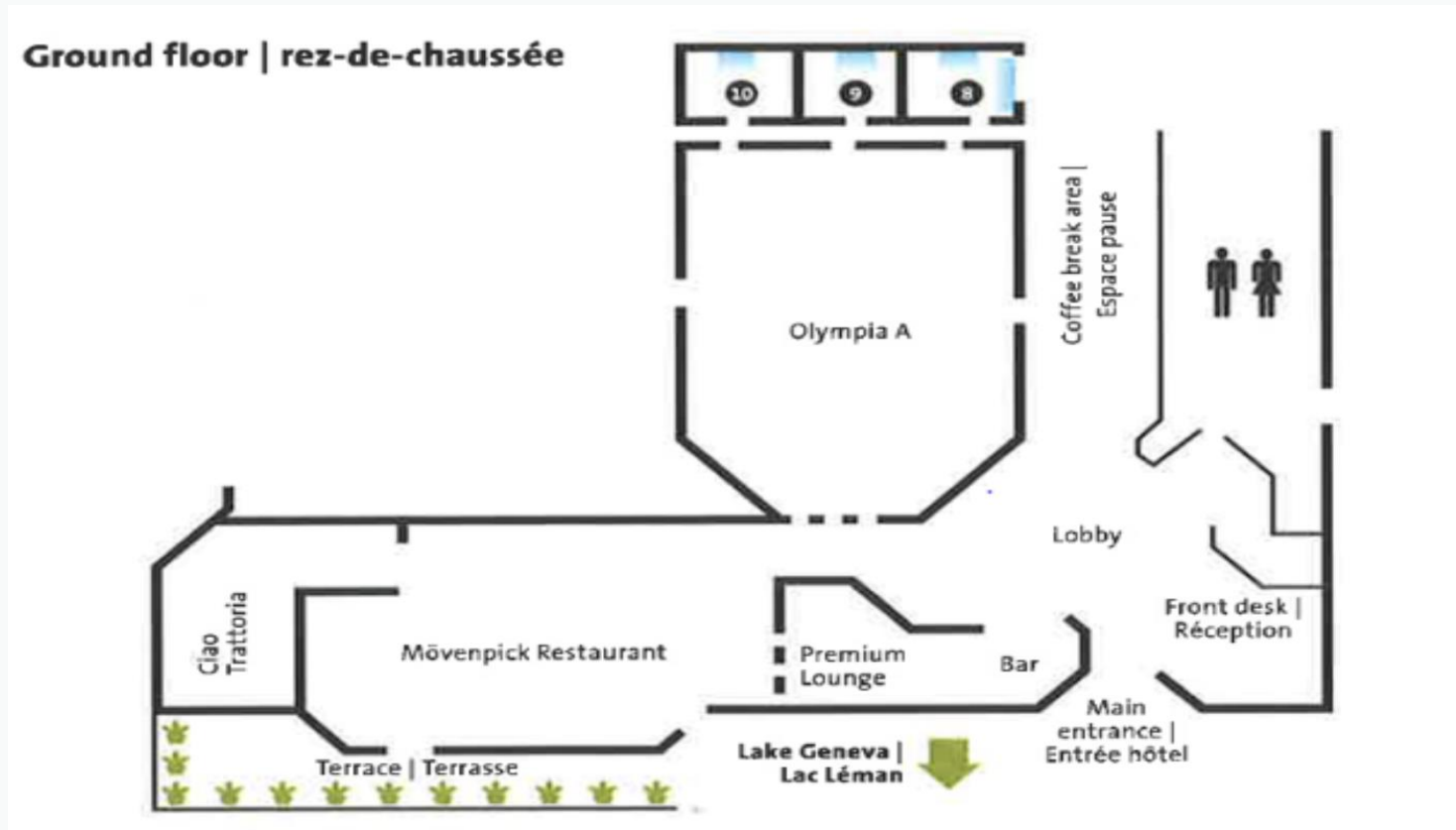
Ground floor navigation and support.

### LOGISTICS

- Registration desk — first point of contact
- Front desk / reception
- Coffee break area
- Main meeting room: Olympia A

### SUPPORTING CONFERENCE

- Gabriela Benites — Registration, Friday
- Emilia Pierniak — Registration, Saturday
- Anna Chelkowska — Doctor on Duty
- Adam Chelkowski — Hospitality
- Jan Chelkowski — Logistics
- Kosma Chelkowski — Logistics



## 5 Social activities and dining

Shared time is part of the container.

Shared time across the meeting.

### 1 Friday evening dining

Mövenpick Restaurant  
Self-pay dinner from 19:30

### 2 Saturday lake cruise



Cruise on Lac Léman  
Lausanne to Montreux • 16:50–19:45

### 3 Sunday lunch

Dining area reserved for  
self-pay lunch from  
13:00 onwards.



INTERNATIONAL SOCIETY  
FOR THE PSYCHOANALYTIC  
STUDY OF ORGANIZATIONS

# European Regional Meeting 2026

# BETWEEN DOUBT AND CONVICTION

Leading Organisations in a Turbulent World

ISPSO ERM 2026



Made possible thanks to the support of:

